

CENTRAL INTELLIGENCE AGENCY
WASHINGTON, D.C. 20505

29 August 1980

GSA Declassification & Release Instructions In ERU File - No Referral To GSA

Mr. Bert Silver
Assistant Staff Director
for Administration
Commission on Civil Rights
1121 Vermont Avenue, N.W.
Washington, DC 20425

Dear Bert,

Enclosed is the Statement of Work that GSA has developed for the NAPA study team. The team membership and the schedule are also included. Bert Harding was on vacation all week and I have had trouble pinning anybody down on how we might best relate to this study. I hope to talk to Bert Harding Tuesday or Wednesday after Labor Day and I will get ahold of you then.

My current thinking is to propose to Bert Harding that your subgroup proceed with development of criticisms and suggestions about GSA and that we invite him and members of his team to a briefing at our meeting scheduled for 24 September. At that time the entire group could offer criticisms and suggestions regarding the GSA problem.

Evidently there is growing commitment to the reform of GSA by the Administration. The National Journal of August 16, 1980, contains an article entitled "Carter's Plans for a Second Term--More Progress on Familiar Problems." Under a subhead in that article entitled 'Managing Government,' Jack Watson evidently has indicated to the writer that GSA reform is to have high priority in the second term.

Sincerely,

STATINTL

Don I. Wortman
Deputy Director
for
Administration

Enclosures

DDA:DIWortman:kmg (29 Aug 80)

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STATINTL



General

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Administration

Washington, DC 20405

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August 22, 1980

Mr. Don I. Wortman
Deputy Director for Administration
Central Intelligence Agency
Washington, DC 20505

Dear Don:

Per our discussion today, here is a copy of the NAPA Statement of Work. Also attached is a letter I sent to the Assistant Secretaries.

I will be looking forward to your call on this subject after you have discussed it with your group.

Sincerely,

Ray Kline
Deputy Administrator

Enclosure



August 22, 1980


MEMORANDUM FOR: Assistant Secretaries for Management Group
SUBJECT: NAPA Study of General Services Administration

On August 19, Doc Freeman announced a study of GSA functions and organizations to be conducted by the National Academy of Public Administration. Attached for your information is a description of the purpose of the study, the manner in which it will be conducted and the members of the NAPA Panel to lead the effort. Bert Harding will serve as Project Manager.

It is very probable that a number of you will be contacted to be interviewed by the study team to get your personal views on the problem and what ought to be done about it.

In view of this study, Doc and I thought it would be a good idea to defer the meeting of the Assistant Secretaries on the subject of ADP management until after this study has been completed in December. We have specifically asked NAPA to place emphasis on the subject of ADP management, and we are hoping that their product can serve as an important input for our meeting on this subject.

We are proceeding with the development of a GSA Bulletin on significant items on general services that we think you would be interested in. You should see the first one within the month.


Ray Kline
Deputy Administrator

Enclosure

The purpose of this study is to review the present functions and organization of the General Services Administration (GSA) in order to assess alternative modes by which these functions may be conducted most effectively, for the national interest, in future years. At a minimum the study will focus on:

- (1) the statutory mission and functions of GSA;
- (2) major operating problems/issues faced by GSA since its establishment and how they were addressed;
- (3) how similar functions have been conducted elsewhere - e.g., in the Department of Defense, private industry, or state and local government; and
- (4) how future needs of the U.S. Government and technological or managerial developments may affect the organization and performance of GSA functions.

The National Archives and Records Service will not be included in the study.

Three alternatives, in addition to others that may be identified by the study panel, will be assessed:

- (1) GSA as a quasi-governmental or governmental corporation;
- (2) GSA as a regulatory agency, with the devolution of operating responsibilities for space, building management, custodial, and supply operations to the program agencies; or
- (3) GSA, continued basically as now constituted, with some modifications.

GSA will assure access to agency reports, documents, and other data relevant to the study and provide briefings to the panel where appropriate. The panel and staff will seek cooperation from the Office of Management and Budget for information and perspectives related to GSA organization and functions to include past status and reports, with particular emphasis upon the work of the President's Reorganization Project and the President's Management Improvement Project. Similar assistance will be solicited from Congressional Committees, the Library of Congress, and appropriate Executive Branch agencies. No formal solicitation of data via questionnaire is anticipated. Extensive interviews will be conducted with selected officials regarding "consumer" issues, GSA functions and organization, interagency relationships, and analogous experience relevant to the purpose of the study. Visits to GSA Regional offices and selected installations will be made by teams composed of staff and panel members. Briefings on the study progress and preliminary findings will be made to the Administrator of GSA, as stipulated in the contract.

A panel of nine members, supported by professional staff responsible to the contractor, will be appointed by the Contractor's Chairman to oversee the study throughout its course and to be responsible for the final report, which will include conclusions and recommendations.

The panel members have been selected in consultation with the Government, to reflect the following qualities: 1) unquestioned credibility as persons of integrity and judgment; 2) collectively, a span of special expertise covering (a) "consumer" experience as federal line managers (b) knowledge of private sector distribution systems (c) conceptual and analytical ability related to the panel's task, (d) broad understanding of governmental operations and (e) Consumer or distribution knowledge in state/local government.

The following personnel assigned by the contractor to be members of the panel and have been agreed to by the Government are considered to be essential to the performance:

PANEL

William D. Carey
Executive Director
American Association for the
Advancement of Science
1776 Massachusetts Avenue, N.W.
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202-467-4470

Murray Comarow
Professor
The American University
4990 Sentinel Drive, #203
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Harvard Business School
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Robert Moot
4201 Woolls Place
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General Wallace Robinson (Retired)
National Security Industrial
Association
1015 - 15th Street, N.W.
Washington, DC 20071
202-393-3620

Thomas F. Wands
520 Margate Terrace
Dearfield, Illinois 60015
312-945-2270

The Honorable John D. Young
Professor of Public Management
The American University
3028 Cedarwood Lane
Falls Church, Virginia 22042
703-241-7863

The Study shall commence in accordance with Execution, Commencement of Work Clause as stated in this contract.

Delivery Schedule:

The following Delivery Schedule shall be adhered to by the Contractor:

Verbal Progress briefings to the Administrator on or about;

September 22, 1980

October 20, 1980

November 20, 1980

Draft report of study delivered to Administrator not later than December 1, 1980, for review by him and others designated by him.

Final acceptable report due not later than December 31, 1980.

Acceptance of Work: Performance shall be in conformance with the terms and conditions stated herein and to the satisfaction of the Government Project officer.

TRANSMITTAL SLIP		DATE 29 Aug. 1980
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